97-84175-29

Bathon, Wingrove

After the war what?

[New York]

[1918?]

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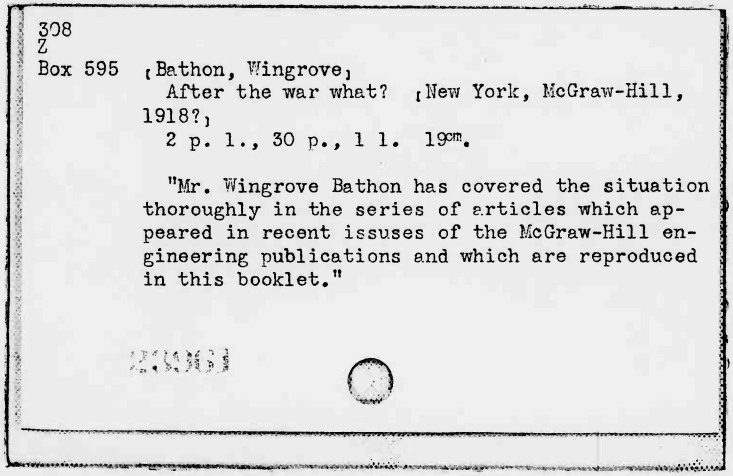

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Box 595 [Bathon, Wingrove]
After the war what? [New York, McGraw-Hill, 1918?]
2 p. l., 30 p., 1 l. 19cm.

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DATE FILMED: 9-2-97 INITIALS: AB

TRACKING # : 27346

FILMED BY PRESERVATION RESOURCES, BETHLEHEM, PA.

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May 27.1942

After the War What?

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After the War
What?

WE'RE all so busy bending every effort to help win the war that the need for planning for after the war is very apt to escape the serious attention it deserves.

Mr. Wingrove Bathon has covered the situation thoroughly in the series of articles which appeared in recent issues of the McGraw-Hill engineering publications and which are reproduced in this booklet together with a few editorials referring to the articles.

McGraw-Hill Company, Inc.
10th Avenue at 36th Street
New York

Index

THE PRESIDENT'S READJUSTMENT AND RECONSTRUCTION COMMISSION Page 1

ADVISORY COUNCIL TO CO-ORDINATE PAST-WAR READJUSTMENT Page 6

GREAT BRITAIN WORKING ON AFTER-THE-WAR PROBLEMS Page 11

SPECIAL LETTERS Page 19

EDITORIAL COMMENT Page 24

The President's Readjustment and Reconstruction Commission

While the winning of the war must be our first thought, the conditions which must be confronted when it is over must also be considered. These articles will give the thought along this line as it crystallizes in Washington.

PEACE will come some day.

In the meanwhile American industry is doing nothing whatever in an organized way to prepare for the necessary readjustment.

On the other hand England and her colonies, France, Italy, the Teutonic empires, the Far Eastern countries, and the Latin-American countries have begun to prepare for readjustment and reconstruction.

What must we do?

This article and the articles to follow are for the purpose of suggesting the immediate creation of an agency to deal with the situation which will confront American industry at the end of the war—to gather facts now, to make plans now, to educate now, and to lead the industries of the country in the victories of peace when the right time comes.

In detail this is to suggest that a great service would be done the American people, and perhaps all of the free peoples of the world, in view of the resources of the United States which must be drawn upon for a long period by the whole world after the war, if the President of the United States would appoint forthwith a commission, to be the President's own commission, to prepare for after-the-war problems—such a commission to be one not hampered by legislative enactments of Congress as to powers upon which it might be difficult for Congress to agree; not curbed and controlled by

Government appropriations or the fear of lack of them; which nevertheless should certainly be established under the Government sanction of an executive order, and which should be assisted by the creation of an advisory council of Government officials and possibly the chairman of some committee of Congress. Many executive officials and legislators are themselves too busy with the work of the war to lay aside their burdens of today to deal with after-the-war problems. Their assistants and associates should be used.

Leaders in Industry Needed

As to the main commission it should include not only leaders in industry of all forms taken from the ranks of private endeavor, but it should include leaders in labor, leaders in education and leaders in all endeavors which enter into industrial effort. Such a commision should report only to the President and should take as much of its inspiration from his leadership as he had time to give from the conduct of the war with which he is charged by the Constitution. Such a commission might very well include in its appointees the following:

E. H. Gary, president of the American Iron and Steel Institute; Samuel Gompers, president of the American Federation of Labor; Arthur N. Talbot, president of the American Society of Civil Engineers; C. P. Main, president of the American Society of Mechanical Engineers; E. W. Rice, president of the American Institute of Electrical Engineers; Sidney J. Jennings, president of the American Institute of Mining Engineers; William H. Nicholls, president of the American Chemical Society; F. J. Tone, president of the American Electro-Chemical Society; J. B. Doan, president of the American Machine Tool Builders' Association; H. A. Wheeler, president of the Chamber of Commerce of the United States; P. H. Gadsden, secretary of the American Electric Railway Association and resident Washington member of the Electric Railway War Board, and S. G. Williams, president of the Highway Industries Association.

The presidents of some of the various national organizations occupied with production and manufacture in the lumber, leather, rubber, textile, glass and other great industries of the country should be included, as well as perhaps the president of the Farmers' Grange, the president of a great railroad, the president of a great shipping company, the president of a great educational institution, the president of a great insurance institution, and perhaps the president of the American Bar Association and the president of the American Medical Association.

In any case, and by all means, even if only to assure reports from abroad, the following representatives of American business in other countries: A. V. Edwards, secretary of the American Commercial Club of Argentina, Buenos Aires; Charles E. Lydecker, secretary of the American Chamber of Commerce for Brazil, Rio de Janeiro; James R. Morse, secretary of the American Chamber of Commerce in China, Shanghai; George M. Cassat, secretary of the American Chamber of Commerce in England, London; Charles H. Sherrill, secretary of the American Chamber of Commerce in Paris, France; J. B. Stetson, Jr., secretary of the American Chamber of Commerce for Italy, Milan; C. B. Parker, secretary of the American Chamber of Commerce for Mexico, Mexico City; Preston M. Smith, secretary of the American Chamber of Commerce for Spain, Barcelona; and Theodore R. Yangco, secretary of the Chamber of Commerce of the Philippine Islands, Manila.

Organized Preparation Needed

In Washington the peace-time industries of the country are now being placed upon a war basis in a gradual manner. There has been time for a gradual "turning over" in the further organization of the war which has been proceeding steadily month by month. But when the industries of the country have been fully placed upon a war-time basis, when supplies of labor, sources of material, reserves of capital and the markets

for production have all been altered to meet war needs, it will be impossible to place industry back upon a peace basis gradually without danger of disaster second only in importance perhaps to the actual loss of the war.

Reconstruction in Other Countries

To meet that danger there must be organized preparation, such as is now proceeding in all of the countries at war except the United States, and these suggestions are being made to set forth a working plan as a nucleus for discussion and action.

The facts and the prospects for the future are being discussed and acted upon in almost every country of the world except this. Literally thousands of books, pamphlets and other writings have been produced in foreign countries to educate the people along these lines. More than two years ago there was created in Great Britain a Reconstruction Committee, which has since become an agency of the British Government, the work now being in charge of Dr. Christopher Addison, a Minister in the British Cabinet without portfolio, and more than two hundred subcommittees plentifully supplied with experts are now engaged in solving British after-the-war problems.

The detail of what has been done in Great Britain and the other countries previously mentioned, some suggestions as to what should be done toward readjustment in this country, and suggestions for the personnel of an advisory council, also to be created by executive order, under the chairmanship, perhaps, of Frank Lyon Polk, counselor for the Department of State, and second in command of that department, will be offered in following articles. The personnel of a suggested advisory council will be dealt with in the next article as of prime importance, because this personnel will include many of the detailed legislative and executive war-organization contracts of the United States, which must be continued at work long after the war in all likelihood, to use a homely phrase, to assist in "unscrambling the eggs."

To Answer Vital Questions

There is need at once for a responsible high officer of the Government, occupying a position such as that of the counselor of the State Department, and for him to have important associates, on such an Advisory Council, to answer fully, freely, and day by day, now, the questions that a President's Commission on Readjustment and Reconstruction might put to the Government and to help solve the problems of such a Commission.

After the war, because of accelerated thinking, we can secure the adoption of ideas that otherwise would not be acceptable or would be acceptable only after a very lengthy educational progress. Therefore we have an opportunity now; for, in addition to such obvious readjustment and reconstruction work as the orderly reintroduction to industry of returned soldiers, the development of export trade and the use of our productive capacity for our industries expanded by war needs, we can use, now, the opportunity to secure the adoption by the people generally of economic theories, such as the husbanding of our exhaustible natural resources, such as coal and other fuels, iron, timber, etc., and we can also bring about now the adoption of policies which will insure the perpetual renewal of even the so-called inexhaustible natural resources, such as the soil and its products.

The Path to Decay

The tendency in any civilization after the struggle to subdue new lands is passed and life becomes less harsh is to seek ease and pleasure and not to put forth such great energy in production. The result is that the demand tends to become greater than the supply, that is, we consume more than we produce. This leads to social dissatisfaction and the moral influences which lead to decay.

A readjustment and reconstruction commission must be set to work in this country at once.

Advisory Council to Co-ordinate Post-War Readjustment

Should Assist Reconstruction Commission and Bring Together All Governmental Activities That Will Affect Future Industrial Relation in America and Abroad.—Names Suggested for Such Council.

AN OUTLINE of a suggested Presidential readjustment and reconstruction commission to deal in this country now with problems that will present themselves after the war, was presented in the previous article. It was suggested that such a commission, appointed by an executive order of the President of the United States, with a personnel selected from leaders in private American industrial effort, should have the assistance of an advisory council, also appointed by executive order, whose members should be selected from executive officials of the Government and legislators.

Class of Officials Needed

Such an advisory council should be selected from those who are especially charged with the conduct of affairs vital to the industrial commercial, financial, transportation, labor and educational worlds. Realizing the demands made by the war on the chief cabinet officers, it should not be expected that they should serve actively on such a council, although in one or two cases, such as that of William P. G. Harding, the governor of the Federal Reserve Board, principal officials, rather than those second in command, ought to be selected. In the case of legislators, many chairmen of Senate and House committees are also too much occupied with war legislation to deal now with after-the-war problems. Officials of executive department holding places on such an advisory council should be charged not only with the duty of giving advice and outlining governmental policies of the present and possible policies of the future,

but should detail experts in their own departments to the service of the commision. In the list below, strict order of precedence and rank in the Government is not followed, but such an advisory commission or council should include the following:

Suggested Personnel of Council

Frank Lyon Polk, counsellor for the Department of State, for all international contact.

F. M. Simmons, chairman of the Senate Committee on Finance, for contact with future Government revenues and taxes.

Claude Kitchin, chairman of the House Ways, and Means Committee, future Government revenues and taxes.

Duncan U. Fletcher, chairman of the Senate Committee on Commerce, legislation affecting commerce.

Thetus W. Sims, chairman of the House Committee on Interstate and Foreign Commerce, legislation affecting commerce.

Gilbert M. Hitchcock, chairman of the Senate Committee on Foreign Relations, future international legislation.

Henry D. Flood, chairman of the House Committee on Foreign Affairs, future international legislation.

John Bassett Moore, vice-chairman, United States section, International High Commission, international law, patents, trademarks, etc., in Latin America.

John Barrett, director general, Pan American Union, for Latin American contact in detail.

William P. G. Harding, governor of the Federal Reserve Board; and Charles S. Hamlin, president of the Capital Issues Committee; and Sherman Allen, treasurer of the War Finance Corporation, for contact with finance.

E. R. Stettinius, assistant secretary of war, for contact in industrial war production; and Rear Admiral Samuel McGowan, paymaster general of the Navy, industrial naval production.

Maj. Gen. E. H. Crowder, provost marshal general, reintroducing returned soldiers to industry.

William H. Taft and Frank P. Walsh, chairmen, War Labor Board, war labor problems and activities.

John A. McIlhenny, president, Civil Service Commission, Government employment.

Carl Vrooman, assistant secretary of agriculture, the soil and its agricultural products.

Edwin F. Sweet, assistant secretary of commerce, the census and other bureaus dealing with commerce.

William B. Colver, chairman of the Federal Trade Commission, the coming administration of the Webb Act which permits combinations for foreign trade; and for contact with unfair practices under the Newlands Act.

F. W. Taussig, chairman, United States Tariff Commission, material now being gathered by the commission on after-the-war problems.

Raymond B. Stevens, vice chairman, United States Shipping Board, tonnage available after the war.

Herbert C. Hoover, United States food administrator, food licenses during reconstruction period and possible repeal of laws.

H. A. Garfield, United States fuel administrator, distribution of coal and oil and possible repeal of laws during and after reconstruction period.

Walker D. Hines, assistant to the director general of railroads, transportation and terminals after the war.

A. Mitchell Palmer, alien property custodian of the United States, final disposition of the enemy-owned plants and other property.

Bernard M. Baruch, chairman of the War Industries Board, sources of supply of raw materials and finished products.

Walter S. Gifford, director of the Council of National Defense, reviving less essential industries.

Vance C. McCormick, chairman, War Trade Board, licenses for imports and exports after the war.

Executive Secretary (when named) of the Water Power Commission of cabinet officers which is about to be created.

Daniel C. Roper, commissioner of internal revenue, collection of excess profits taxes, etc.

Charles D. Walcott, president, National Academy of Sciences, for Government contact with the sciences.

Charles F. Nesbit, Division of Military and Naval Insurance, personal insurance problems and defectives on his rolls who are returned soldiers.

Philander P. Claxton, commissioner of education and secretary of the Federal Board for Vocational Education, educational statistics and statistics on defectives.

George Creel, chairman, Committee on Public Information, for assistance and contact with educational work.

It is respectfully submitted that this is no mere list of names. Broadly speaking, it is an analysis of the industrial war organization of the United States, and a reading of the suggested contacts will show that the work of these officials, and that of their departments, bureaus and associates, will be just as vital to the solving of after-the-war problems as it is vital to winning the war now. The two problems can not be separated. All national contacts today are international. We think and move in terms of world-wide importance.

What We May Have To Do

After four years of war, England has found it necessary to tear up and move to France between 15 and 20% of her main-line tracks. If the war goes on a long time, if there is not steel enough, if there is not labor enough, if there is not constant maintenance, something like that might happen in this country. Then there will be need for actual physical reconstruction in this country, as there is abroad, instead of need merely for readjustment. Plans for such possibilities must be made now. Again, it is estimated that we shall have within a year from 45,000,000 to 50,000,000 tons of steel ingot producing capacity and probably 100% greater finishing machine producing capacity than we had in 1913, in which year we were obliged in many lines to go abroad

for a market for our surplus production. What plans are in the making for our surplus production after the war? Again, it is estimated that we shall have, with what we now have, 15,000,000 tons of merchant ships available after the war. What definite trade routes from American ports to the other ports of the world are being thought out?

The biggest American businesses which have been built up abroad have been in machine finished steel products, such as talking machines and music machines, cash registers, agricultural machinery, adding machines, sewing machines, etc. Plans must be made to reintroduce these special products and extend the market for them.

Problems of Some Companies

One company now represented in Washington desires to open an office in Rio de Janeiro; another desires to send 600,000 tons of shipping to Australia next year. Is there any governmental or semi-governmental agency in Washington to offer encouragement or authoritative advice? No.

What is being done to divert to American ports the rehandling business previously done in Europe, such as the bringing of rice from India to reclean it, regrade it and reship it? What is being done to hold for the United States the rubber now coming here, to avoid two trips through the submarine zone, which formerly went to England? What is being done to hold for the United States the busines in tin which formerly went to England and Holland from Bolivia? What is being done to hold for the United States the business in coffee which originally went almost entirely to Europe, at which time we paid for the longer freight haul and commisison in London, Hamburg and Bremen, and much of which now comes to this country?

An advisory council such as has been outlined in this article, working with the proposed Presidential readjustment and reconstruction committee or commission,

could answer these questions, if answers are in existence; and if not, could through the commission place industry in a position to meet such problems as have been suggested and a thousand more. The United States Tariff Commission is one of the few governmental agencies which is avowedly gathering data for after-the-war problems. The Federal Trade Commission, the Department of Commerce and the War Trade Board are also collating some information. But there is no apparent coördination of these efforts, such as there is in England and other countries.

Great Britain Working on After-the-War Problems

Ministry of Reconstruction, Aided by an Advisory Council, Is Building Bridge to Carry the Nation Over From War to Peace Industrial Conditions.

PREVIOUS articles in this series have suggested and urged the appointment, by the President of the United States, of a readjustment and reconstruction commission, to begin to deal now with vital problems in industry which will press for solution after the war. It was pointed out that many other countries, notably Great Britain, have already begun to attempt to solve after-the-war problems, and the personnel of a suitable commission, selected from the ranks of American industry, was presented in the first article in this series, the second article having dealt with the personnel suggested for a suitable advisory council, taken from the ranks of Government officials, to work with such a commission.

A description of the far-reaching work being done along this line by Great Britain is now presented as an evidence that it is necessary for American industry to begin now, through a readjustment and recon-

struction commission—preferably the President's own commission, responsible only to him—to prepare to solve after-the-war problems. It may be as well to state at the beginning that this description of Great Britain's Ministry of Reconstruction is taken from the official reports to Parliament of the British War Cabinet, furnished to the writer for the purpose of this article by Arthur Willert, secretary of the British War Mission at Washington. These reports are inclusive of the year 1917 and have just been received in Washington.

To Solve Problems of Utmost Importance

After tracing the earlier stages of the Ministry of Reconstruction in Great Britain, before the ministry was established by the New Ministries Act, in July, 1917, and when and during the time the agency of reconstruction consisted of a committee of ministers of the crown, the War Cabinet reported that it was found necessary to establish a Ministry of Reconstruction to continue for the duration of the war and for a period of two years, or less, after its conclusion. It was declared that a prime minister upon whose shoulders fell the responsibility for the conduct of the war could not assume personally a day-to-day responsibility for guiding the reconstruction committee's work. It was stated that the Government had throughout been aware that as the war continued, and its pressure upon every side of the national life increased, the intensity of the struggle in itself enhanced the importance of the reconstruction problems which had to be faced; and that Parliament and the country were not slow in realizing that there was coming into existing a series of questions of the utmost importance to which answers must be found, not after, but before, the conclusion of the war.

The functions of the Minister of Reconstruction then appointed, and who assumed office in August, 1917, are defined as follows:

"To consider and advise upon the problems which may arise out of the present war and may have to be dealt with upon its termination, and for the purposes aforesaid to institute and conduct such inquiries, prepare such schemes, and make such recommendations as he sees fit; and the Minister of Reconstruction shall, for the purpose aforesaid, have such powers and duties of any Government department or authority which have been conferred by or under any statute as His Majesty may by Order in Council authorize the Minister to exercise or perform concurrently with, or in consultation with, the Government department or authority concerned."

Duties of Minister in Charge

In other words, as was brought about during the debate which resulted in the creation of the ministry, the minister in charge does not exercise executive functions. He appoints committees; initiates experiments; frames schemes for action with a view to conditions after the war; his powers are not exclusive and do not shut out other departments; he assists the other departments, provides them with information and helps them "to build a bridge which will safely carry us over from war to peace conditions." The British Parliament found that the creation of reconstruction agency was desirable because various Government departments approaching various problems in their own way, each drawing up reports or memoranda, and that what was needed was coördinating element, not especially attached to the work or to the traditions of any one of the departments concerned. The Solicitor General of Great Britain, speaking in debate, said that what was needed was "a comprehensive coördinating mind, a fresh mind, and at the same time an authorita-

tive mind, who will bring together the several contributions of the various specialized departments."

The Ministry of Reconstruction was then formed. For the purposes of administration the department was divided into branches dealing respectively with commerce and production, including the supply of materials; with finance, shipping and common services; with labor and industrial organization; with rural development; with the machinery of government (central and local); with health and education; and with housing and internal transport.

Advisory Council Appointed

The Minister of Reconstruction then appointed an advisory council, "representative of all the leading interests concerned in reconstruction, and it is his hope by consulting the council freely and regularly to secure a representative consensus of opinion on any proposal which may be referred to him for advice or which may be initiated in the department." This council is organized very much as the Pan-American Financial Conference held in Washington at the beginning of the war was organized, and very much as the old War Industries Board of the Council of National Defense of the United States was organized. In other words, there are experts in each line named to serve with Government representatives. The council is divided into sections, just as the administration of the Ministry of Reconstruction is divided. It is stated that "the membership of the council has been so arranged that in each section all the principal interests represented on the council should find a place; thus, there are representatives of labor on the finance section as well as financiers; there are business men as well as agriculturists on the section dealing with agriculture, and so on."

The meetings of the sections of the ministry and the council are private, but it is known that they have already dealt with the standardization of railway equipment; the post-war rationing of industries; the

establishment and functions of trade organizations; the organization of rural information centers; the establishment of industrial courts; house planning from the point of view of domestic economy; the future organizations of voluntary women's work; and the conditions required for maintaining a supply of efficient agricultural labor.

The section dealing with commerce and production is investigating (1) the supply and control of raw materials after the war; (2) financial facilities for British commerce and industry after the war; (3) the preservation of industries which will play an essential part in reconstruction, but are in process of extinction through failure of supplies of material or labor; (4) financial risks attached to the holding of trading stocks; (5) trusts and combinations, with special reference to the protection of the customers; (6) the establishment of new industries after the war, a committee having been especially appointed to consider this question as far as the engineering industries are concerned, a parallel committee looking after the labor questions involved; (7) the volume and nature of the demand for British goods after the war, and (8) improvements in trade organization for the purpose of more economical production, distribution and marketing, and expediting the turnover from peace to war.

Additional Details of Work

The section dealing with finance, shipping and common services is, in conjunction with the treasury, considering the question of currency and exchange after the war; and under this section an advisory council section is at work on the disposal of Government stores after the war.

The section dealing with labor and industrial organizations has agreed with the British Board of Trade and the Ministry of Labor that "a concerted effort should be made to promote in as many industries as possible representative organizations to advise the

Government as to the views and needs of the industries in meeting the various industrial and commercial problems that will affect them during the reconstruction period. The Ministry of Labor is to proceed with the formation of permanent industrial councils. A conference of trade organizations is being established at the Ministry of Reconstruction, consisting of three employers, three trade unionists and representatives of the Board of Trade, the Ministry of Labor and the Ministry of Reconstruction. The Minister of Reconstruction has decided to refer to the industrial section of the advisory council the question of establishing corresponding organizations in engineering and in railways.

Reports on Labor

This section (dealing with labor and industrial organizations) is farther along with its work than any of the other sections, apparently, for reports have been submitted on unorganized trades and works, and probably, by now, on conciliation and arbitration; a general survey of industrial policy as a whole has been prepared, going into the questions of law and labor in merchant shipping; wartime departures from trade union practices; industrial courts; industrial structures; apprenticeship; the reinstatement of returning soldiers and sailors, and international labor legislation. Furthermore, surveys have been undertaken of industrial methods, and inquiry is being made into juvenile employment. The question of army demobilization, it has been settled, makes the Ministry of Labor responsible for the returned soldier or sailor, and the Ministry of Reconstruction is to determine the priority of different trades. A complete list of public works which have fallen into arrears has been prepared so that surplus labor may be usefully and rapidly employed, and the Ministry of Munitions has begun work on the special problems arising out of its work.

The section dealing with rural development is examining the (1) working of the Small Holdings Act and

the future of urban war allotments; (2) a report made by the forestry committee; (3) the rural housing problem; (4) the organization of county offices for advice on agriculture; (5) title redemption; (6) village industries, and (7) the report of the land acquisition committee.

This section dealing with machinery of government, health, education, etc., is negotiating through a committee on the distribution of functions in regard to the formation of a Ministry of Health and is studying reports which have been made (1) on the functions of the poor law authorities, and (2) on adult education.

The section dealing with housing and internal transport, with a view to facilitating work in connection with housing, has set to work committees on (1) supply of building materials; (2) house building construction, and (3) building by-laws. Special investigations are being made by this section on (1) control of public utility societies; (2) town planning; (3) rings in the building trade; (4) the working of the Small Dwellings Acquisition Act; and a general review of the problem of inland transport is being made, the portions dealing with roads and canals having been completed. Furthermore, the ministry is in consultation with the Board or Trade concerning the future of the railways (including light railways) of Great Britan and an inquiry has been begun into the question of storage and distribution as essential elements in the future transport policy.

Work of Various Sections

This article is intended to be but a brief outline sketch of the monumental amount of work being done by the British Ministry of Reconstruction, but it might be well here to hark back for a moment or two to some of the points being taken up by the various sections. In the section dealing with commerce and production, the report of the British War Cabinet to Parliament states that the question of the "volume and nature of

the demand for British goods after the war" and the question of "improvements in trade organization for the purposes of more economical production, distribution and marketing and of facilitating the turnover from peace to war," are being handled in consultation with the British Board of Trade and the Department of Overseas Trade, and that a "comprehensive scheme of work has been prepared." The British Cabinet thus states the problem:

"After the war there will be a world shortage of certain materials and the shortage will be accentuated by the difficulty of finding tonnage adequate to our demands. On the other hand, there will be an almost unlimited demand for manufactured goods."

Comment of the Cabinet

The comment of the Cabinet report in this connection will be found interesting, perhaps. After stating that the results of inquiries will be used to determine in what order demands of the trades at home and of the colonies overseas shall be met, and "in what proportion raw materials shall be directed into certain channels, in what directions the demands for labor, power tonnage and credit are likely to be most intense," it is stated:

"It is not a question of arbitrary restriction or of protecting some industries or developing others—it is a question rather of directing to the most productive purposes such materials as will in fact be available, and of furnishing industry with the necessary facilities, including information, for making these purposes effective. The desire of the Government is to leave the industries to ration themselves under certain general principles for which the Government must take responsibility. What those principles should be and what form of central machinery should be devised for this purpose is one of the first questions on which the advisory council is asked to report."

The President's Readjustment and Reconstruction Commission

FOLLOWING the presentation in McGraw-Hill Engineering Publications of a concrete plan for a proposed Readjustment and Reconstruction Commission to be appointed *now* by the President of the United States, to deal *now* with problems which will be presented to American Industry after the war, it has become known in Washington administrative circles, in an unofficial manner, that a plan for readjustment and reconstruction agency is under consideration.

Council of National Defense Studying Problem

It is permitted to say here publicly for the first time that the Council of National Defense has been studying the subject of readjustment and reconstruction for a lengthy period, with a view to coördinating various Government activities in Washington which have had readjustment and reconstruction for their object. When President Wilson recently set up the War Industries Board, under the chairmanship of Mr. Bernard M. Baruch, as a separate agency, divorcing it from the Council of National Defense, the latter organization was left with but little work to do, and with but few prominent men remaining in its personnel. There is reason for the belief that the Council of National Defense has resolved to undertake the work of readjustment and reconstruction, if permitted to do so by President Wilson, and there is also reason for the belief that the President will assent, under the urging of Secretary Baker of the War Department, chairman of the Council, acting in behalf of himself and the other five members of President Wilson's cabinet who compose the Council of National Defense.

In Washington official circles there is an impression that this would be a logical step, inasmuch as a number of cabinet officials have begun making public details of readjustment and reconstruction ideals upon which their own departments and bureaus have been separately at work, following the advocacy of such a readjustment and reconstruction agency in McGraw-Hill Engineering Publications. There is ground also in Washington not only for the impression but for the strong belief that if the Council of National Defense is authorized by the President to begin work on readjustment and reconstruction problems, W. S. Gifford, Director of the Council, will not only set to work at once to coördinate all the work being separately done in the various departments but will undoubtedly call into consultation and activity at Washington men in private industry of the type suggested in the first article in this series which was put forth as a method of crystallizing opinion in favor of a readjustment and reconstruction agency and obtaining action to create one. In other words, it is in expectation in Washington, that, if the President assents, the Council of National Defense will be newly created by the appointment of a large number of committees of important men of the type suggested in the first article in this series, taken from the ranks of private endeavor, to solve now the after-the-war industrial problems of this country, as England is now doing.

Character of the Agency

Before this is published, the question of what character of readjustment and reconstruction agency shall be established may have been settled. It is possible that when the announcement of the Government's intentions in this respect is made, it will have been found after due consideration that it might be more wise to commit the work of readjustment and reconstruction to an agency other than the Council of National Defense; but the subject is now being discussed on all sides in Washington, and letters and telegrams from

all over the country are being received in Washington urging the creation of such an agency at once.

Views of P. H. Gadsden

From Philip H. Gadsden, chairman of the National Committee on Public Utility Conditions, comes a letter strongly indorsing the idea of action. The National Committee on Public Utility Conditions, which includes E. K. Hall, H. H. Crowell and A. S. Hills, executive secretary, represents in Washington the National Electric Light Association, the American Electric Railway Association, the American Gas Institute, and the National Commercial Gas Association. Mr. Gadsden says:

> "It is coming, I think, to be more and more generally realized that the problems which the industrial world will have to face after the war in the readjustment of our economic life will be more serious than even the problems which we are now called upon to meet. Your suggestion, therefore, that the President at this time appoint a Commission on Readjustment and Reconstruction, in my judgment, is a very timely one.
>
> "The great lesson which this war has impressed upon every one is the efficiency resulting from great concentration of capital and labor. The benefits derived by the nation for war purposes in the mobilization of practically all the industries of the country will not be lost sight of when peace comes. To deal properly with such a radical change in our economic policy will call for all the wisdom at our command. Nothing could aid so much in the proper solution of such a problem as a thorough and comprehensive study of it in advance, such as you suggest."

From Permutit Company, engaged in water rectification and general sanitation, New York, comes this letter, signed by Samuel Robert, President of the Company:

> "As we see it, there can hardly be room for doubt as to both the usefulness, and, indeed, the necessity, for the work of the nature referred to, and that this work should be done quickly and as thoroughly as possible.
>
> "We can think of no better way to prepare the ground work essential to the proper accomplishment of this vital project (vital to the future benefit of the industries of this great country) than by having a commission appointed as quickly as possible for the express purpose of investigating the necessary steps needed to prepare for its accomplishment, and then to put into

effect as thoroughly as possible the means needed for its fulfillment. We are in hearty accord with this movement."

Demands of Reconstruction Period Not Appreciated

From Charles F. Lang, President of Lakewood Engineering Company, Cleveland, Ohio, comes this letter:

"While our company is working night and day on war service for the Government, and is constantly endeavoring to expand its usefulness in this direction, all our planning is being done with a view to world-trade conditions after the war, for we feel that we but dimly realize the demands which world-trade will make upon American manufacturers in the reconstruction period immediately following the war.

"And we also recognize the period of tremendous readjustment which must take place in our own country. National conditions and national ideals are entering a violent revolution rather than a slow evolution, and I sincerely trust that the very constructive program suggested by you will receive serious consideration and prompt action on the part of the Government; for the problems involved are not merely national, but world problems; and individual thinking by individual business men is hopeless—the nation must think and plan *as a Nation.*"

From the great merchandising house of William Filene Sons Co., Boston, Mass., comes this letter, signed by Edward A. Filene, its president, who is chairman of the War Shipping Committee of the Chamber of Commerce of the United States:

"I am in entire agreement with your suggestion that such preparation should be under way. Unless there is created a governmental agency for this undertaking, an agency thoroughly representative of all classes and interests, these problems will be taken up separately by the various classes and interests. If the bulk of the reconstruction planning is left to separate classes and interests, we shall come to the end of the war with a series of reconstruction programs. Business will have a program; labor will have a program; agricultural interests will have a program; banking interests will have a program. And all other vital interests will have some kind of a program. And at the very moment when unity of purpose and promptness of action will be vital to the welfare of the country we shall be obliged to pay the price of costly delay incident to the harmonizing of these several programs of reconstruction. It is clearly the wise policy to create a Government commission so thoroughly representative of all classes and interests that it will command the support of all classes and interests. If such a commission collates its facts, formulates its conclusions and submits them in advance to the most exhaustive criticism from all possible angles we shall be able to get most of the work of compromise out of the way by the end of the war and arrive at the time of action with a unity of purpose and policy otherwise impossible. I realize the question of tactics and timeliness involved in any proposal today not related to the immediate job of prosecuting the war; and yet the war will end some day, and whether that time be one year or 20 years from now, the time will be none too long for the analysis of the complicated problems that underlie the return of our social, industrial and political life from a war basis."

From Mr. Clinton Rogers Woodruff of the National Municipal League:

Views of Municipal League

"I believe very heartily that a reconstruction commission should be set up in this country along the line of the British Reconstruction Ministry and this should be done without further delay. War found us unprepared for war, peace must not find us unprepared for the problems of peace, therefore, it is the part of every patriot, not only to use his or her utmost endeavor to bring the war to a successful conclusion, but to prepare this country for the after-war problems. Moreover the duty is incumbent upon those of us who remain at home to improve conditions here so that when our boys who are at the front fighting for a complete democracy will not find a depleted democracy when they come home. It is, therefore, incumbent upon all of us to work for the improvement of present governmental, industrial and economic conditions, while we look forward to the future and prepare for the difficult problems that are sure to follow the conclusion of the war, while omitting no essential effort to win the war.

"It therefore, behooves you and me and all who feel this way to place these thoughts before the public, for the President has said on more than one occasion that he had his ear to the ground to know what the people are thinking and he must learn to know that they are thinking along these lines. Moreover as a long-time believer in publicity he is unlikely to use any power to suppress the discussion of questions so profoundly important as those involved in reconstruction."

Editorial Comment

An Editorial in Electrical World

Reconstruction After the War

THE war caught this country unaware and there is a certain sense of pride in this unprepardness as indicating our peaceful intentions. But there will be no such pride or satisfaction should peace also find us unprepared, and lead to a painful and wasteful reconstruction. The resources of the country, in so far as thinkers and scientists are concerned, have by no means been fully mobilized. We cannot say that we are too busy at the present time to consider peace problems. Thousands of capable and competent persons would welcome a call for organization to work on various problems of reconstruction, political, economic, scientific, technical, cultural and legal.

It is an open secret that Great Britain was on the verge of a great political and economic change before the war began. The stress of the military situation has helped to stave off the troublesome domestic problems, but the far-sighted British government has realized early in the war the necessity for a thorough-going reconstruction which must be carried on simultaneously with the war and not considered only after the conclusion of peace. The Ministry of Reconstruction has been made a separate and quite active branch of the British government, and the reports that appear from time to time in the technical press bear ample witness to the fruitful and thorough-going activity of this new child of the great war. This ministry has some ninety committees working on various general

and specific problems that have arisen or will arise after the war. These activities comprise all the important branches of industry and science. Extracts from some of the reports that bear directly or indirectly upon the electrical science and industry have been mentioned on one or two occasions in our research section.

Up to the present time no such organized branch of government has been formed in this country to deal broadly with problems of reconstruction when this world war is finally ended. It may be more in accordance with the spirit and the traditions of the United States to have this problem first tackled by various scientific and industrial bodies, each working upon its own problems of reconstruction, and only later have the government or some specially organized national body take a hand in it for the purpose of unifying the activities and the results of the special committees.

The electrical industry will have a large number of reconstruction problems to consider, and some of these problems are sufficiently clear and pressing at the present time to bear investigation without further delay. As such may be mentioned the unification of power supply, finding places for employees now in the military service, readjustment of rates, etc.

There is no single body that could undertake a solution of all such problems for the whole electrical industry, but it may be well for the separate bodies, such as the National Electric Light Association, American Institute of Electrical Engineers, the Engineering Council, the Power Club, the Associated Manufacturers of Electrical Supplies, the Electrical Supply Jobbers Association and others to appoint committees for a preliminary report on the forthcoming reconstruction problems. These are partly international in so far, for example, as competition in foreign markets is concerned, and partly national and even local to be considered by each small lighting company or retail dealer in electrical supplies, but they all need attention.

An Editorial in Chemical & Metallurgical Engineering.

Post-War Problems in the Chemical Industry

IN RECENT issues of CHEMICAL AND METALLURGICAL ENGINEERING we have been directing attention through a series of articles by our Washington representative to the imperative necessity of beginning at once to plan for the reconstruction of our industries after the war. The inevitable readjustment that will be necessary when peace comes should be anticipated by the best minds in the industry so that the change will be made with as little dislocation as possible.

It must be evident to all that our chemical industry, being basic in the production of munitions of war, has undergone tremendous expansion. Production far exceeds anything known or needed before the war, and the troublesome question arises, What are we going to do with our production when the abnormal demands of war no longer exist? The answer will not be so difficult in the case of those chemical products which are new to this country and which will supplant former importations; but in the case of acids and alkalies, chlorine, ferro-alloys, air-nitrates and some other products in which we have had a tremendous expansion there will be need of careful and constructive thought. The use of these materials must be extended in proportion as their production has expanded or there will be economic loss and waste.

Great Britain already has approached the problem of sulphuric acid overproduction, and the makers have been in conference on the advisability of forming a National Sulphuric Acid Association. Recommendations have been made looking toward the use of excess acid in the manufacture of fertilizer and the more extended use of that material. Vitally and intimately related to this program are the subjects of cheap transportation, education of the farmer, equitable taxation and a scheme for

the scrapping of useless plants. The coöperation and support of the Government is sought and expected.

In our own country we have such agencies as the Chemical Alliance and the American Chemical Society which should take the initial steps toward protecting our chemical industry when peace comes. Both organizations are directly leaders in the industry, and are favorably situated to sense its post-war problems. Investigations should be started at once, preferably by men whose minds are free from concern with the problems of present production. A symposium on the subject at the Fall meeting of the American Chemical Society should be of inestimable value if properly organized.

An Editorial in Chemical & Metallurgical Engineering.

Time to Reverse the Old Adage

ON another page we publish a concrete, forward-looking suggestion relating to business and industry in this country after the war. Slow to enter the war, we have also been more deliberate than our European neighbors in anticipating post-war conditions, and preparing as far as possible to meet them.

We believe that not more constructive forces can be thrown into this work than those technical societies representing the industries that have undergone great expansion as a result of the war. The American Electrochemical Society already has decided to devote its next general meeting to a symposium on the future of our electrochemical industries. It seems quite likely that the American Chemical Society, the American Institute of Mining Engineers and the other great national engineering bodies would be of equally great assistance in shedding light on the problems of reconstruction, by scheduling post-war conditions as a subject for consideration at their next general meetings.

An Editorial in Engineering News-Record.

The Engineer and Reconstruction

FOR the engineer a study of reconstruction offers an especially inviting vista. More and more, scientific methods are being applied to every phase of our political and social life. They must be even more generally used if we are to solve rightly not only the difficult problems that faced us as a nation before the war, but also those thrust upon us by the world conflict. The recognition is clearer today than ever that industry and business are the determinative factors in our political and social systems. In them and through them the country lives, prospers, stands still or declines. Yet their relationship to the public weal is only indifferently understood, and our mass dealings with business have been marked by an empiricism that instead of making the business system serve the common good has resulted in the wrecking of parts of the system, and the strangulation of others. Witness the present condition of the railroads and the recent merger of the four leading express companies. If we are to handle the business organization more successfully in future scientific methods must replace the empiricism of the past.

An Editorial in Engineering News-Record.

Scope of Inquiry Into Reconstruction

RECONSTRUCTION is a word not frequently heard where men gather to discuss the effects of the war. It is less often heard here than in England, where the Ministry of Reconstruction has scores of committees working on the problems that will be found in the wake of the war. It is none too soon to start now on our studies. For that reason there appeared in last week's issue of *Engineering News-Record* the first

of a number of articles on the character of inquiry needed. The second article will be found in this issue. As to the scope of the studies, one thing stands out very clearly—that it must be very broad. The war has not only created a set of conditions that modify profoundly the former currents of our national life, but has quickened all our thinking. The many changes needed to meet urgent war needs have made us adaptable mentally, so that now overnight we divest ourselves of prejudices that previously only decades could change. Our thought processes being accelerated, our attitude toward new ideas being receptive, the opportunity is afforded for readjustment in every phase of our national life. Manifestly, the opportunity should be grasped. The inquiry must be wide. It must embrace every factor with large bearing upon the common welfare. Evidently, the scope requires a commission with a broad representation. This is the nub of Mr. Bathon's suggestion.

An Editorial in Engineering News-Record.

Reconstruction Program Making Progress

JUST as in England thought began to be given to reconstruction when the military program was well in hand, so here, seeing clearly now the demands that war makes and the sacrifices, personal and financial, that are necessary, we are beginning to think of the era that will follow the conflict. We are determined that we shall be better prepared for peace than we were for war. If we do not meet the return of peace with a well-matured program we shall experience a very severe depression, with great hardships for those seeking reëntrance to civil life, and chaos in converting the régime of Government control into a peace-time system. That we mean to be prepared is becoming more evident every day. The articles by Wingrove Bathon on a reconstruction commission printed in this paper and in

the other McGraw-Hill publications have created a profound impression, and have undoubtedly been a factor in expediting the action of the cabinet members, acting as the Council of National Defense, in recommending to the President the designation of the council as the coördinating and directing head of such a commission. Further recent developments are the meeting last week in Chicago of a group of manufacturers and publishers to consider plans for after-the-war expansion and the action of the American Society of Civil Engineers in creating a committee on development. Moreover, C. H. Blackhall, the eminent Boston architect, in an article reprinted on p. 1238, calls upon the architectural profession to consider its status after the war. Preparedness for peace—no less important than preparedness for war—such is the mission of all these studies of reconstruction and readjustment.

MR. WINGROVE BATHON
is manager of the Washington, D. C. office of the McGraw-Hill Company, Inc., publishers of

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